

# The Personnel Report

prepared for

**XYZ Company**

**BETTY SAMPLE**

August 2, 2005

*This report is designed for use by persons familiar with its compact presentation of information and its language. Its purpose is to evaluate personnel on important work-related personality factors. Please note that personality test data are of questionable validity one or two years after they were obtained.*

*The information contained in this report should be treated **confidentially and responsibly**. Final decisions about applicants or employees should be based on several sources of input, such as actual experience, background investigation, and personal interview.*

*This report should not be the sole basis for denying employment or promotion. This is not intended to be used for applicant or employee feedback. For assistance or consultation, please call the Executive Group at 219.477.6378.*

© 1987, 1994, 2001 Michael Karson All rights reserved

**The Executive Group**

*Linking Human Capital with Strategic Intent*  
80 E US Hwy 6 – Valparaiso, IN 46383  
Phone 219-477-6378 – Fax 219-477-6379  
assessment@theeg.com – www.theeg.com

## AREAS OF POTENTIAL CONCERN

This profile yielded one area of potential concern. One such area is not that unusual in successful employees, but its relevance to the particular job should still be considered.

1. Factor B (Score = 2) **Verbal facility (below average)**

Poor grasp of concepts and poor verbal reasoning ability is suggested. This employee will likely have difficulty learning new things quickly. She may often make errors due to poor conceptualization. These concerns may not be as significant if the job is highly structured with minimal decision-making required.

# PERFORMANCE FACTORS

## 1. SELF-CONTROL

(Score = 7.9)

Ms. Sample scored above average on this composite estimate of behavioral self-control. Her conduct should generally conform to expectations and rules, other things being equal.

## 2. WORKPLACE COPING SKILLS

(Score = 8.0)

Her score on this global factor is above average, implying an ability to function in a stable and predictable manner.

## 3. INTERPERSONAL SKILLS

(Score = 4.4)

She is a fairly introverted person who may prefer work that does not emphasize engaging others. Please refer to the work-related personality description for specific components.

## 4. INDEPENDENCE (VS. ACCOMMODATING)

(Score = 5.8)

She scored about average on this factor combination, suggesting that she can be reasonably agreeable, but not to the point of suppressing her own agenda.

# WORK-RELATED PERSONALITY

## PERSONAL ADAPTABILITY

The degree of fit required between a person's job and personality depends on how well the person can put aside psychological needs when the job is frustrating. Ms. Sample exhibits a better than average capacity to adapt to her job, as opposed to some people who need work that is made to order for them. Outside of the one area of potential concern noted on page two, she shows reasonable resilience and thus should be able to take job demands and changing priorities in stride.

She shows clear signs of good workplace coping ability. In general, she can be expected to maintain a steady and resilient presence across many different kinds of job circumstances. Reality seems to her to be potentially positive and gratifying, so she does not try to ignore it when problems arise. Thus, avenues of escape hold little appeal for her, and she is less likely than many people to turn to fantasy-based preoccupations. She probably has a firm sense of self, which structures and directs her responses to events; she is not overly susceptible to variations in mood, and her focus is not easily swayed by changes in short term consequences. She has a tendency to be wary of others when she is under stress, or when she is "pushed," but not necessarily to the extent that she strikes others as being basically suspicious and blaming. Her resistance to automatically trusting most people makes her someone who is hard to take advantage of.

She has a tendency to deny any problems with tension or impatience, a finding that must be understood in the context of the testing circumstances, where naturally she wanted to look her best. It may be that her life at present is relatively free of stress. However, it must be considered whether her low degree of tension represents a lack of emotional investment in her work. Also, some people who acknowledge this little stress-related tension are not emotionally prepared for it when it is unavoidable, and therefore do not handle it well.

## RELATING TO OTHERS

She is by no means socially isolated or withdrawn, but she does like to keep to herself more than many people do. If she cannot be alone when he wants, and she may be happiest if she has her own space in which to work; she may have to create the interpersonal space she needs by distancing herself from others. In a position of

## **WORK-RELATED PERSONALITY**

**--CONTINUED--**

responsibility, her reclusive tendencies will work for her when her priorities remain relatively unaffected by other people's reactions. (She is unlikely to go out of her way to please other people.) On the other hand, she may need to be reminded to "sell" her ideas and her policies, since she does not always put the time into relationships that a strong alliance requires.

She is oriented toward working in groups more than most people are, and in general she can be considered a team player. Her group orientation may be partly motivated by a desire to avoid possible concerns in the area of verbal facility. In a supervisory role, she may have a tendency to "join with" her subordinates, so her own supervisors should be sure to strengthen her identification with the management group to which she belongs. The unusual combination of being group-oriented yet reserved often results in a split between life at work and life after hours. She may well be a person who has learned to work closely with others for some of the reasons outlined above, and then meets her need to be alone by curtailing her social life.

She scored about average on assertiveness and social boldness. She stands up for herself and for her ideas in groups about as much as most people. She is about as adept as most people at crossing interpersonal distances and making contact with others.

### **PERSONAL RESPONSIBILITY**

She shows signs of a solid work ethic and a good degree of conscientious self-control. She is well aware of conventional standards of behavior and tries to live up to them, which is clearly an advantage in most employment settings. On the whole, the value she places on the expectation of others is likely to motivate her to earn the good opinion of her colleagues. Further, her understanding of societal norms can provide her with guidelines to steer her past incidental temptations.

She scored about average on a measure of her energy levels, suggesting that it is not a problem for her in general to summon up the enthusiasm to be enterprising when necessary. One would not expect her to strike others as immature, nor as being overly weighed down by responsibilities.

She presents as a calm, self-assured individual, who does not often worry about getting into trouble or making mistakes. It may be that she is merely on very good terms with her

## **WORK-RELATED PERSONALITY**

**--CONTINUED--**

own conscience. This hypothesis is supported by her overall score on personal responsibility and self-control. However, one must consider that on occasion, she may readily forgive in herself things that others might wish she felt more obligation to improve.

She can be quite well-organized at times, with a good base of habit strengths to draw on when confronted with unexpected challenges. As a result, she is rarely at a loss in managing novel situations, since she can fall back on previously successful approaches. Her orderly style usually leads to consistent priorities, which in turn helps her maintain a focus on her objectives since her goals are not constantly changing in response to transient interests. She is the type of person who can usually excel at executing routines and following a regimen, as she is not easily distracted.

### **PROBLEM-SOLVING AND COMMUNICATION**

She scored so far below average on a measure of verbal facility that it raises a question of whether this can possibly be an indication of her cognitive abilities versus the probability that other factors interfered.

Compared to most people, she is unusually tough-minded. She is not prone to following her intuitions and instead likes to work with hard data. She does not spend much time on the emotional side of things, which increases her efficiency under most conditions. However, her tendency to view feelings as nonsensical can get in her way at times. For instance, she can get bottled up emotionally and she may need some help in finding suitable avenues of expression. Also, as a manager, she can have a cooling effect on the loyalty and excitement of subordinates, so she may need to be reminded occasionally that most people need to feel that their emotions are respected. She is the kind of person who tends to keep her poise under duress, and she generally copes well when the going gets tough, partly because it is a source of pride to her to stand up to adversity.

She seems to be more pragmatic and solution-oriented than most people. She is not likely to get too far from practical consequences in planning her approach. This is generally seen as a strength, unless it keeps her from trying out new ideas whose utility is not immediately apparent. She is objective and pragmatic in her thinking, rarely giving undue heed to her subjective responses.

## **WORK-RELATED PERSONALITY**

**--CONTINUED--**

She is so indirect in her communicative style, and she can be so tight with information, that people can come to feel manipulated by her. At the least, her sincerity will be questioned at times. The same trait, however, can make her a shrewd negotiator. As a manager, she may be inclined to pull strings behind the scenes when direct requests would be equally successful and more conducive to a positive alliance with subordinates.

She reports less interest in trying new things than most people do. Supervisors might want to spend some extra time helping her acclimate to changes. As a manager herself, she may need to be reminded at times that old solutions do not always apply to new problems.

### **PROFILE VALIDITY**

With regard to her test-taking attitude, her percentile scores were 98 on impression management, 22 on the tendency to answer true-false items "true," and 78 on the tendency not to answer some items that most subjects do answer. Her raw scores were 22, 50, and 3, respectively. The validity scales indicate that she paid attention and understood the items. In an effort to make a good impression, she has tried to present herself in the best possible light. This is expected, under the circumstances, and may even indicate good judgment. Still, some of the positive qualities represented in the report may be somewhat exaggerated.

# PRIMARY PERSONALITY FACTORS

		1	2	3	4	5	6	7	8	9	10			
A	<b>RESERVED</b> Unengaging, distant				X								<b>SOCIABLE</b> Engaging, friendly	A
B	<b>LOW VERBAL FACILITY</b> Poor grasp of concepts	X											<b>HIGH VERBAL FACILITY</b> Good grasp of concepts	B
C	<b>EASILY UPSET</b> Job should fit needs							X					<b>MANAGES FRUSTRATION</b> Can adapt to job	C
E	<b>SUBMISSIVE</b> More passive, humble						X						<b>ASSERTIVE</b> Confident, competitive	E
F	<b>SERIOUS</b> Sober, somber					X							<b>ENTHUSIASTIC</b> Happy, energetic	F
G	<b>UNCONVENTIONAL</b> Ignores expectations								X				<b>CONVENTIONAL</b> Follows rules	G
H	<b>SOCIALLY RESTRAINED</b> Shy, avoids spotlight						X						<b>SOCIALLY BOLD</b> Needs to impress others	H
I	<b>TOUGH-MINDED</b> Realistic, no-nonsense	X											<b>SENSITIVE</b> Susceptible to feelings	I
L	<b>TRUSTING</b> Accepting, naïve							X					<b>SUSPICIOUS</b> Skeptical, blaming	L
M	<b>PRACTICAL</b> Focus on solutions			X									<b>IMPRACTICAL</b> Focus on ideas	M
N	<b>DIRECT WITH OTHERS</b> Self-disclosing, open									X			<b>INDIRECT WITH OTHERS</b> Discreet, diplomatic	N
O	<b>UNCONCERNED</b> Casual, untroubled		X										<b>WORRYING</b> Fear of mistakes	O
Q1	<b>RESISTS CHANGE</b> Prefers the familiar				X								<b>OPEN TO CHANGE</b> Experimenting	Q1
Q2	<b>WORKS IN GROUPS</b> Collaborative				X								<b>WORKS ALONE</b> Not a team player	Q2
Q3	<b>LESS ORDERLY</b> Can be undisciplined							X					<b>MORE ORDERLY</b> Perfectionistic	Q3
Q4	<b>PATIENT</b> Relaxed, calm	X											<b>IMPATIENT</b> Tense, driven	Q4

## XYZ Company Financial Services

The validation study suggests, other things being equal, that the following factors be considered as indicators of this individual's similarity to top performers. This information is being presented to assist potential supervisors in planning for areas of development, and for identifying specific strengths and areas of concern.

1. **VERBAL FACILITY** (Score = 2)

Expectation of success is QUESTIONABLE based on this factor alone.

2. **CONVENTIONALITY** (Score = 8)

Expectation of success is AVERAGE based on this factor alone.

3. **WORRYING** (Score = 3)

Expectation of success is QUESTIONABLE based on this factor alone.

4. **IMPRESSION MANAGEMENT** (Score = 98)

Expectation of success is QUESTIONABLE based on this factor alone.

5. **SELF-CONTROL** (Score = 7.9)

Expectation of success is AVERAGE based on this factor alone.

### XYZ COMPANY FINANCIAL SERVICES SCALE

This special scale is composed of the items that distinguished the top groups in the validation study. It is one of several aspects of The Personnel Report related to performance ratings, and not a composite of all the predictive features of the report. In most cases, scores above 5.0 suggest that the candidate will resemble the top performers in the validation study, provided that no issues are raised in other areas, including work history and skills testing. Scores below 4.0 are questionable.

Score = 3.7